



# Department of Defense Mentor-Protégé Conference Learning Through Successes

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Department of Defense  
Office of Small Business Programs



# Growing and Maintaining Relationships

# After Care Program

- **How long will it continue?**
  - All past Protégés will be invited to our Small Business Workshops as well as after care events specifically created for them
- **What is the scope of the After Care Program?**
  - Protégé survey of target areas
    - Executive Coaching
    - Use of local SME (Subject Matter Expert) for targeted areas
    - Award for performance
    - Semi-Annual teleconferences for updates on protégé success and progress
- **How will After Care success be measured and reported to DoD?**
  - Based on 2-Year out reports
- **Reach back to ensure Protégé submits required reports 2 fiscal Years following the expiration of program.**
- **See Appendix I, 1-112.2 (e) program specific reporting requirements**

# Small Business Workshops

## ■ Purpose

- To provide learning and business opportunities that cultivate growth within the small business community

## ■ When

- Quarterly

## ■ Topics

- Leadership
- Government Small Business Programs
- Strategic Planning
- Government Relations
- Capture Management
- Business Development

## ■ Networking

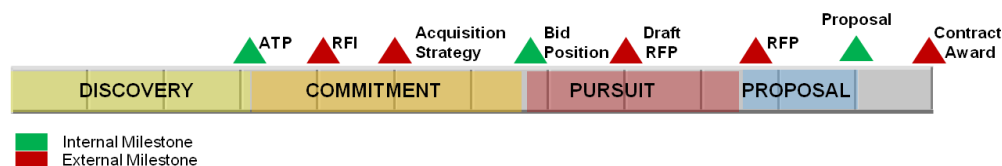
- Business Development executives speak about opportunities at every workshop

# Tips on Teaming

# Teaming – The Proper Approach

- **WHEN** – Engaging a potential partner at the right time will maximize your return

Understand the potential partner's capture process – processes may differ slightly across the industry



- **WHO** – It is important to understand the roles involved in making teaming decisions

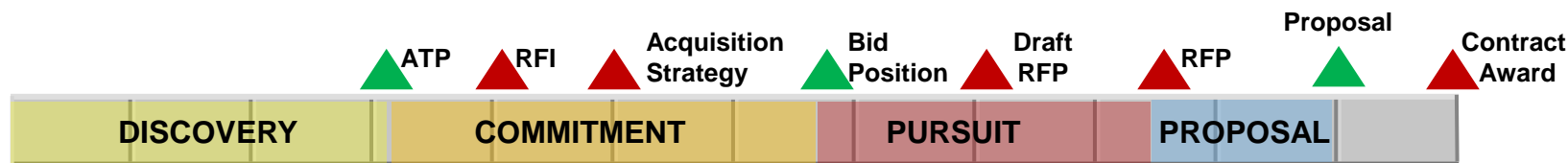
The Capture Manager is the central figure in winning contracts – others play important complementary roles





- **TIMING** is important, but **PREPARATION** trumps timing...

The right **WHAT** at the right **WHEN** to the right **WHO**

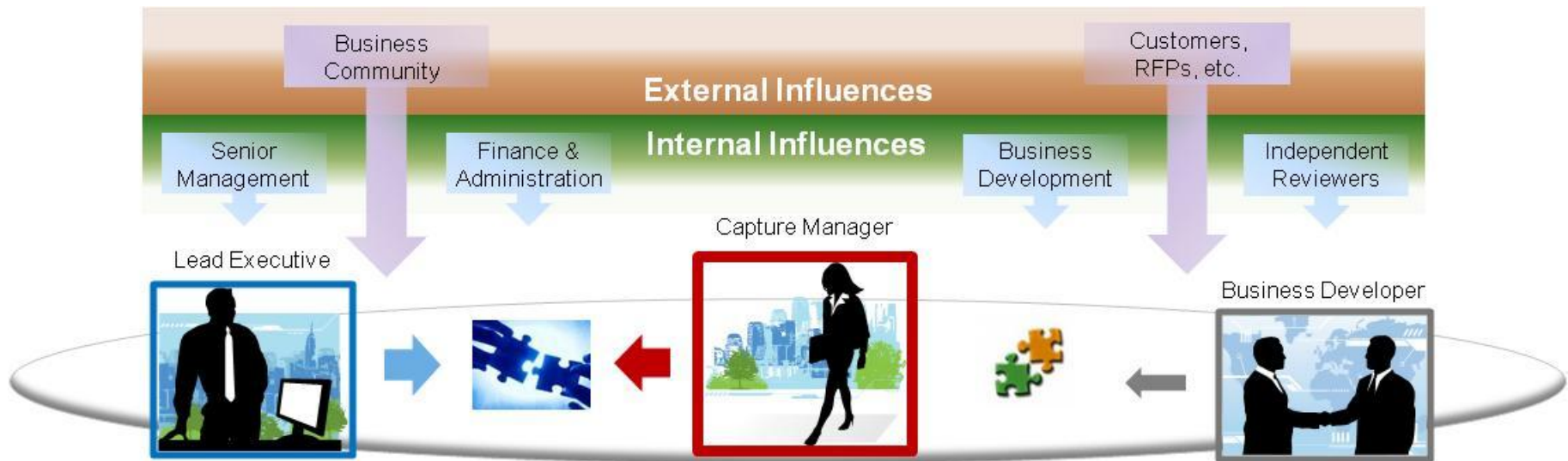
# Business Development Life Cycle – Understanding When



 Internal Milestone  
 External Milestone

Phase	Description	Main Objectives	Key Participants
DISCOVERY	<ul style="list-style-type: none"> <li>• ~18 -24 months prior to award</li> <li>• Minimal information available</li> <li>• <i>Emphasis is on identifying potential strategic partners</i></li> </ul>	<ul style="list-style-type: none"> <li>• Determine investment required for Authority to Proceed (ATP)</li> <li>• Leverage existing customer relationships</li> <li>• Identify Capture Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Business Developer</li> <li>• <b>Lead Executive</b></li> </ul>
COMMITMENT	<ul style="list-style-type: none"> <li>• ~12 months before RFP</li> <li>• Customers available to meet</li> <li>• <i>Emphasis on identifying potential major team members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Determine Bid Position: <b>PRIME vs. SUB vs. NOBID</b></li> <li>• Sign up strategic partners</li> <li>• Develop win/teaming strategy</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Capture Manager</b></li> <li>• Lead Executive</li> <li>• Business Developer</li> </ul>
PURSUIT	<ul style="list-style-type: none"> <li>• ~6 months before RFP</li> <li>• Perform gap analysis</li> <li>• <i>Emphasis on establishing teaming agreements with major teaming partners and identifying potential niche and gap-filling team members</i></li> </ul>	<ul style="list-style-type: none"> <li>• Hone win and pricing strategies</li> <li>• Sign up major team members</li> <li>• Finalize teaming needs</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Capture Manager</b></li> <li>• Lead Executive</li> <li>• Business Developer</li> </ul>
PROPOSAL	<ul style="list-style-type: none"> <li>• Intense 30-60 day period following RFP</li> </ul>	<ul style="list-style-type: none"> <li>• Articulate winning solutions</li> <li>• <i>Tie up loose ends</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Capture Manager</b></li> <li>• Lead Executive</li> </ul>

# Key Participants /Decision Makers



- Ensures balance between winning and executing
- Participates in strategy development
- Supports sourcing of capture effort
- Provides customer POV
- *Works with BDer in Discovery Phase to evaluate potential teaming partners*
- *Reviews and approves all teaming agreements*
- Reviews final technical and cost proposals

- Ensures highest probability of win
- Visits key customers and end-users
- Develops technical and pricing win strategies
- Assembles capture and proposal teams
- *Develops subcontracting strategy and establishes teaming agreements*
- Selects Past Performance references
- Develops KEY personnel approach and obtains KEY commitments
- Ensures proposal reflects win strategies
- Leads BAFO effort

- Maintains client and market intimacy
- Identifies and qualifies potential bids
- Leads competitive assessments
- *Provides teaming recommendations*
- Provides input on strategy
- Reviews final technical and cost proposals



# General Guidance

- Do research and determine which Prime Contractors have a reasonable chance of winning the bid – focus your efforts on those companies-- your ultimate goal is to get on the **winning** team, not merely just to get on a team
- Be up front with the Prime and let them know early about any constraints you may have – surprises can be devastating to the outcome of the procurement and can irreparably damage your relationship with the Prime (e.g., pricing, resources, systems, SB category)
- Competition is fierce and you may not get on a team – never burn your bridges, the next procurement is around the corner
- Never assume anything- ask questions and make sure you have the same understanding on critical issues (e.g., the level of resources expected of you during proposal development pricing targets, etc.)
- Get a commitment from the Prime to let you know as soon as possible if you are not a fit – you deserve an opportunity to look at other options
- **PREPARATION** trumps **TIMING** - don't waste your time or the Prime's if you're not ready to discuss exactly how you can help them win– if you're not prepared, the next meeting will be hard to come by

